

## THE EXECUTIVE

11 MARCH 2003

### REPORT OF THE BOROUGH PERSONNEL OFFICER

PEOPLE MATTER - EXIT PROCEDURE		FOR INFORMATION
<p><i>This report is presented to the Executive as it provides details of a new Exit Procedure that will assist the Council in developing its employment practice, by learning from staff who are leaving our employment.</i></p> <p><b><u>Summary</u></b></p> <p>This report contains details of the Council's new Exit Procedure that will become operational from the 1<sup>st</sup> April 2003., the reasons for its implementation and how the information that it provides will be monitored and used.</p>		
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#### 1. **Background**

- 1.1 Exit Procedures are used to obtain information about what drives a member of staff to leave an organisation, which in turn can be analysed to establish what an organisation needs to do to:
  - Reduce staff turnover
  - Improve recruitment and induction practices
  - Improve development and training opportunities
  - Highlight any underlying discrimination
- 1.2 The Council does not currently have a Corporate Exit Procedure. Some departments have implemented their own procedure but this makes it very difficult to monitor leavers on a Council wide level as the departmental procedures are not the same.
- 1.3 The Council should have a Corporate Exit Procedure so that it can be used to establish patterns and trends, which can assist the Council/ departments in developing appropriate recruitment, retention and staff motivation strategies. This will also prove particularly helpful in areas where it is difficult to recruit. An Exit Procedure will also help us to identify any aspects of employment that are not promoting equality and aid

compliance with the monitoring aspects of the Race Relations (Amendment) Act 2000 in recording the level of staff from black and minority ethnic communities leaving the Council and their reasons for leaving.

- 1.4 The development of an Exit Procedure was part of the action plan agreed through last year's Annual Report on Equal Opportunities in Employment (22.01.02).

## **2. The Exit Procedure**

- 2.1 The procedure has been designed to allow a flexible approach where staff will have the option of taking part in an Exit Interview or completing an Exit Questionnaire. They will also have choice of who will conduct their interview / receive their completed questionnaire. Staff who do not wish to participate in either the interview or complete a questionnaire will, as a minimum, be asked to confirm their main reason for leaving the Council.
- 2.2 The procedure is attached as Appendix A. This includes the:-
  - Information regarding the Exit Procedure that will be given to staff by their line manager
  - The tear-off slip stating a member of staff's main reason for leaving
  - The Exit Interview framework
  - The Exit Questionnaire
- 2.3 The procedure will be offered to all members of staff who voluntarily leave (by resigning) the Council, regardless of their length of service or type of contract. Staff employed in schools and staff moving internally will not be included in the process.
- 2.4 The procedure also highlights the line managers responsibility for ensuring that all Council property is retrieved from the member of staff before they leave the Council.
- 2.5 The procedure was developed in consultation with representatives from the Human Resource Services across the Council.

## **3. Monitoring**

- 3.1 The results from the Exit Interviews and/or Questionnaires will need to be monitored so the information can be fully utilised to help inform future developments.

Monitoring will take place on 2 levels:

- The information obtained through the Exit Procedure will be monitored by departments to identify and address issues relating to recruitment, retention and other aspects in their particular service areas. This will be reported to their DMT's.
- The main reason people leave the Council will be monitored corporately using Oracle. This information will particularly be used to monitor equalities and

diversity in employment. This information will be included in the Annual Report on Equalities & Diversity in Employment and recommendations will be made to deal with any emerging patterns, etc.

#### **4. Implementation**

- 4.1 The Exit Procedure will become operational from the 1<sup>st</sup> April 2003.
- 4.2 All Council managers will receive a copy of the procedure and its attachments accompanied by a Guidance Sheet to assist Managers with their responsibilities under the procedure. The procedure and guidance sheet will also be available on the HR Section of the Intranet.
- 4.3 The Exit Questionnaire will also be available on the HR Section of the Intranet, staff will be able to complete and send this on-line.

#### **Background Papers used in the preparation of this Report**

- Annual Report on Equal Opportunities in Employment - Executive 22.01.02